

**General Operating Support Ranking Tool**

<b>Review Criterion as appropriate to size and scope of organization</b>	<b>Unsatisfactory 1</b>	<b>Needs Development 2</b>	<b>Accomplishing 3</b>	<b>Excelling 4</b>
<b>Artistic Quality demonstrates:</b> 1. Alignment with mission statement 2. Appropriate artistic goals 3. Continued development in programming choices 4. Evaluation strategies in relation to artistic and programming goals (Service organizations: relation to programming)	<ul style="list-style-type: none"> <li>• No evident alignment with mission</li> <li>• Artistic goals are unclear and unfeasible</li> <li>• No indication of continued development in programming choices</li> <li>• Unclear evaluation strategies; no relation to artistic goals</li> </ul>	<ul style="list-style-type: none"> <li>• Limited alignment with mission</li> <li>• Artistic goals are clear but need development</li> <li>• Minimal indication of continued development in programming choices</li> <li>• Limited evaluation strategies; vague relation to artistic goals</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient alignment with mission</li> <li>• Artist goals are developed and viable</li> <li>• Clear indication of continued development in programming choices</li> <li>• Developed evaluation strategies; clear relation to artistic goals</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive alignment with mission</li> <li>• Artistic goals are focused and feasible</li> <li>• Exemplary indication of continued development in programming choices</li> <li>• Concrete evaluation strategies; directly linked to artistic goals</li> </ul>
<b>Community Needs demonstrates:</b> 1. Alignment with mission statement 2. Population served (including community/audience/participants) 3. Methods implemented to determine community needs 4. Activities or programs that contain an outreach component; accessible facilities and program; and plans and actions to ensure access to the arts for people of all abilities (ADA/Accessibility Plan)	<ul style="list-style-type: none"> <li>• No evident alignment with mission</li> <li>• No clear understanding of population served</li> <li>• No method to determine community needs</li> <li>• No apparent outreach component in activities or programming; no evidence of ADA/ Accessibility Plan, accessible facilities, programs, and planning process</li> </ul>	<ul style="list-style-type: none"> <li>• Limited alignment with mission</li> <li>• Limited understanding of population served</li> <li>• Minimal use of method to determine community needs</li> <li>• Developing outreach component in activities or programming; complete ADA/ Accessibility Plan but underdeveloped accessible facilities, programs and planning process</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient alignment with mission</li> <li>• Clear understanding of population served</li> <li>• Effective use of method to determine community needs</li> <li>• Established outreach component in activities or programming; complete ADA/ Accessibility Plan; adequate accessible facilities, programs and planning process that includes reasonable goals, timeline and oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive alignment with mission</li> <li>• Exemplary understanding of population served</li> <li>• Focused and successful methods used to determine and respond to community needs</li> <li>• Exhibits highly developed outreach component in activities or programming; complete ADA/ Accessibility Plan; exemplary existing facilities and programs offered, with exemplary planning process that includes reasonable goals, timeline and oversight</li> </ul>

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<b>Administrative and Managerial Ability demonstrates:</b> <ol style="list-style-type: none"> <li>1. Administrative structure in place</li> <li>2. Relationship between Board and Administrative leadership</li> <li>3. Appropriate planning process (ODG, GOS I &amp; II Organization plan, GOSIII Strategic plan)</li> <li>4. Internal review process</li> </ol>	<ul style="list-style-type: none"> <li>• No clear administrative structure</li> <li>• No clear relationship between board and Administrative Leadership</li> <li>• No clear evidence of planning process</li> <li>• No clear internal review process</li> </ul>	<ul style="list-style-type: none"> <li>• Underdeveloped administrative processes with minimal oversight</li> <li>• Limited Board involvement with org and Administrative Leadership</li> <li>• Underdeveloped planning process but addresses some of the organization's mission and goals</li> <li>• Limited internal review with no apparent implementation of results</li> </ul>	<ul style="list-style-type: none"> <li>• Effective structure and process in place with minimal oversight</li> <li>• Clear Board investment in accomplishing organization's mission and aligned with Administrative Leadership goals</li> <li>• Adequate planning process addresses organization's mission and goals with a reasonable timeline</li> <li>• Sufficient internal review with some implementation of results</li> </ul>	<ul style="list-style-type: none"> <li>• Concrete structure and processes with appropriate oversight</li> <li>• Board is fully invested in accomplishing organization's mission, maintaining sustainability and aligned with Administrative Leadership goals</li> <li>• Exemplary planning process that addresses organization's mission and goals with a reasonable timeline, and supported with a corresponding financial and succession plan</li> <li>• Comprehensive internal review with evidence of implementation of results</li> </ul>
<b>Appropriateness of Budget demonstrates:</b> <ol style="list-style-type: none"> <li>1. Alignment with mission statement</li> <li>2. Capacity to support proposed programming</li> <li>3. Fiscal responsibility</li> <li>4. Board involvement</li> </ol>	<ul style="list-style-type: none"> <li>• No alignment with mission</li> <li>• Insufficient funds and inappropriate distribution of funds</li> <li>• Underdeveloped fiscal responsibility: unexplained discrepancies in budget; unstable funding stream; no indication of contingency plan</li> <li>• No indication of board involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Limited alignment with mission</li> <li>• Sufficient funds and adequate distribution of funds</li> <li>• Limited fiscal responsibility: unclear variances; intent to diversify funding stream; developing plan to address revenue shortfalls or unanticipated expenses</li> <li>• Minimal indication of board involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient alignment with mission</li> <li>• Appropriate funds and efficient distribution of funds</li> <li>• Sufficient fiscal responsibility: clear, consistent; developing diverse funding streams; prepared to address revenue shortfalls or unanticipated expenses</li> <li>• Clear indication of board involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive alignment with mission</li> <li>• Plentiful funds and exemplary distribution of funds</li> <li>• Comprehensive fiscal responsibility: intentional, cohesive budget; diversified funding streams; strategically building/maintaining a surplus</li> <li>• Exemplary indication of board involvement</li> </ul>